

October 2018

# Island Living in a Global Age: A Community Organization for Engaging and Networking Rural Youth on the Danish Island of Møn

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## Repository Citation

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# Island Living in a Global Age

A Community Organization for Engaging and Networking Rural Youth  
on the Danish Island of Møn



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A Term  
October 12, 2018

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## Sponsors

Hanne Lindblad  
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## Abstract

Island Living in a Global Age is an innovative non-profit community organization that looks to network and inspire the rural community on the Danish Island of Møn. Our project aimed to assist Hanne Lindblad and Søren Ishøy in creating the concept and business strategy behind Island Living in a Global Age. To accomplish our goal, we conducted interviews and focus groups on Møn, which identified symptoms of rural marginalization such as underrepresentation, lack of infrastructure, and exclusion of youth. We also carried out interviews with the leaders of international community organizations, which revealed the various business strategies that have been successful for their organizations. These interviews allowed us to characterize two types of organizations, holistic and mission organizations, and a process for scaling these organizations. Many community organizations started locally as a holistic organization and developed a purpose to become a branching mission organization, which is applicable for Island Living in a Global Age. Based on this fieldwork, we produced a three-day workshop in which we interviewed our sponsors and compared their responses to those of our other community organization interviews in order to develop a mission statement and formulate a business model. These deliverables will help guide the organization as it grows within the community. Finally, we recommend that Island Living in a Global Age be founded as a holistic organization within the Møn community and subsequently develop a mission in order to scale to other rural Danish communities.



## Identity at Risk: Opportunity for Rebuilding Local Culture

Over the past century, the global trend of urbanization has caused setbacks for rural communities. Global urbanization is associated with rural marginalization. As economic and cultural opportunities have become concentrated in cities, rural areas have experienced patterns of socio-economic and cultural decline, as expressed through their increasing age structure.<sup>1</sup> The issues connected with rural marginalization are threatening rural areas. Population loss and rising age structure, in particular, can cause a community to change, disrupting their sense of local identity and marginalizing youth.<sup>2,3,4</sup>

The Danish Island of Møn, a small rural community off the coast of Zealand, has lost 12.3 percent of its overall population in the past 17 years.<sup>5</sup> A large portion of this overall population loss was younger residents, which indicates that Møn is at risk of experiencing rural marginalization.<sup>1</sup> In particular, youth on the island are becoming increasingly underrepresented.<sup>6</sup> Our sponsors, Hanne Lindblad and Søren Ishøy, are two long-term residents of the island who have witnessed this migration and the resulting decline of their unique community.

Our sponsors recognize the need for a strong community network on Møn to develop social capital and local identity, especially among the young generations. Social capital, the shared web of relationships, values, and cultural norms among individuals, is an essential part of the networks which

comprise a community.<sup>7</sup> In order to build social capital and engage youth through the use of technology and media, our sponsors have decided to create a community organization and online platform named Island Living in a Global Age. The platform will be a space for community members to debate, share ideas, and ultimately connect with others in the community and build their local identity.<sup>8</sup>

Our goal was to provide our sponsors with the background research required for them to create an organization poised to strengthen social networks on Møn, especially among youth. As such, our project objectives include:

- I. Identify areas of focus for the community organization based on the needs and aspirations of the Møn residents
- II. Classify the business strategies of existing community organizations
- III. Develop the business model and mission statement for Island Living in a Global Age

To address these objectives, we conducted interviews and focus groups with target demographics on Møn to identify areas of focus for the organization by examining their needs and aspirations. Subsequently, we interviewed the founders of existing community organizations across the globe in order to find trends in business strategies. Finally, we held a workshop with our sponsors to define the mission statement and business model for Island Living in a Global Age.

In the following sections, we first address the global problem of urbanization and how it causes rural marginalization as well as affects local identity. We then introduce the concept of social capital, and its importance in building trust, social networks, and local identity. Finally, we express how excessive bonding social capital can cause exclusion of youth and how youth communities may build bridging social capital with adults through social technology. A case study of the effects of urbanization on the Danish Island of Møn is included.



*From left to right: H. Lindblad, C. Campbell, C. Winsor, G. Murray, E. Foltan, S. Ishøy*



## Rural Marginalization Threatens Local Identity

Urbanization, the migration of people to developed or growing urban areas, is occurring on a global scale. Today over 3.3 billion people are residents of an urban area, and 60 percent of the world's population is projected to live in urban areas in the year 2030.<sup>9</sup> Similar trends of urbanization are reflected in Denmark. In 2017, 88 percent of Denmark's population resided in urban areas, and rural population decreased by 0.67 percent.<sup>10</sup> The shift of global populations from rural to urban areas often results in rural marginalization, a phenomenon in rural communities associated with social exclusion, loss of infrastructure and services, and loss of tradition and sense of local identity. The close bonds of rural community members experiencing population loss can lead to the social exclusion of members unable or unwilling to participate in the social norms. Political and economic centralization in urban areas also causes infrastructure and services such as transportation, hospitals, education, and businesses to decline in rural areas.<sup>1</sup> Further, changing population can cause community members to feel unstable in their local communities which is harmful to their sense of local identity.<sup>2</sup> In Denmark, population imbalance has caused economic activity, and therefore employment opportunity, to become concentrated in the Copenhagen and east Jutland regions. However, this opportunity decreases with geographic distance from Copenhagen, as shown in Figure 1.<sup>11</sup> This lack of economic opportunity for young adults in rural areas associated with rural marginalization causes youth to relocate closer to Copenhagen and other global urban centers to pursue jobs and improved economic opportunity.<sup>1,12</sup> The resulting loss of youth population contributes to an increasing average age within rural communities.

Rural marginalization raises major questions for the local identity and values of these communities.

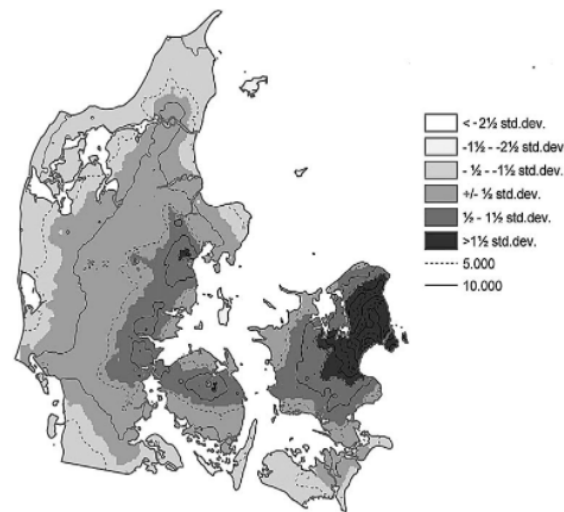


Figure 1: Workplace Potential in Denmark <sup>11</sup>



Figure 2: The Three Aspects of Local Identity

Having a strong local identity means “residents share a sense of membership with one another and a sense of place”.<sup>2</sup> In addition, residents in an area with a strong local identity feel strongly rooted in their geographical location and local community.<sup>1</sup> A study of youth in northeastern England described these traits as arising from “a familiarity with the geography of the district, and a feeling of being a cherished part of a close network of relationships”.<sup>13</sup> The three key aspects of local identity can be seen in Figure 2. However, when a population experiences rapid growth or decline, members may feel unstable within the community network and the community itself may change, affecting the immediate sense of local identity. During these periods of change, residents who are active in their community are able to maintain a higher sense of local identity than those who do not participate.<sup>2</sup> For example, community engagement in neighborhood, artistic, and sports activities helps sustain local identity by encouraging trust and cooperation.<sup>1</sup> These qualities form a basis for local identity, especially trust. Distrust in a community negatively impacts the ability to form local identity and cooperate to resolve local problems.<sup>2</sup>

## Social Capital Promotes Local Identity

An important way rural communities can build their local identity is by strengthening their social capital.<sup>4</sup> Social capital refers to the “features of social organization, such as networks, norms, and social trust, that facilitate coordination and cooperation for mutual benefit”.<sup>7</sup> Evidence of social capital can be anything from nodding to a neighbor in the morning to participating in local politics. In effect, social capital is the network of connections among individuals that fosters interaction and cooperation in the community.<sup>7</sup> People involved in this network feel a stronger connection to their local society and

physical environment.<sup>1</sup> As such, social capital can play an important role in building trust and local identity for communities.

However, there can be negative consequences if there is an imbalance between bonding and bridging social capital.<sup>14</sup> As shown in Figure 3, bonding social capital refers to the connections between members within a group. It is what causes individuals to feel more deeply connected to specific social networks within a community. Bridging social capital is the connections between members of different groups. It creates connections between different social networks within a larger community.<sup>14</sup> An overemphasis on bonding social capital imposes strict social norms within localized networks. This restricts individuals' opportunities, places excessive requirements on community members, and causes exclusion of members of a community.<sup>15</sup> For example, a community golf group with excessive bonding social capital might restrict a members' opportunity to participate in other clubs, force members to buy more expensive equipment to be a part of the club, or exclude the less active members not willing to accept

the requirements.

In particular, the exclusion of youth as a result of an overemphasis on bonding social capital within older community members is an important consideration for the social cohesion in aging rural communities. Historically, youth have not been included in the development of social capital.<sup>3</sup> As a result, youth culture is often labeled as antisocial or risky. "The negative connotations attached by adults to youth behavior has led to young people reporting feeling mistrusted by the community...Feelings of mistrust can lead to the withdrawal of young people into their own communities".<sup>16</sup> This exclusion is harmful to the youth, as a major aspect of youth social capital is a sense of belonging to their neighborhoods, schools, and communities.<sup>3</sup> If youth do not view the community as a home where they have the opportunity to forge an identity and be creative, their local identity is at risk.<sup>17</sup> In order to develop the connection between the younger and older populations, there needs to be a balance of bridging and bonding social capital between the younger and older members of a community.<sup>14</sup>

## Engaging Youth Creates Bridging Social Capital

One way of establishing bridging social capital between youth and adults in local communities is through youth engagement. Local advocacy and policy is one area where younger community members are often underrepresented because of their exclusion from adult networks. Adults are typically in charge of directing and organizing community initiatives.<sup>18</sup> However, youth, as representatives of new generations, play an important role in shaping the future of a community. One study employed a youth-based action research approach to spark community revitalization in a low income San Francisco neighborhood. Its results highlighted "young people's unique local knowledge about their neighborhoods and communities, the insightful quality of their design recommendations, and their potential power as constituents for improved communities".<sup>19</sup>

Civic participation encourages youth to interact with other generations, hence it poses a unique opportunity to build social trust across generations.<sup>20</sup> Young people need to establish trustful relationships both within their network and with other community members to form a sense of belonging and local identity.<sup>3,20</sup> A youth engagement project in the local community of Champaign, Illinois displays how youth engagement can develop bridging social capital with

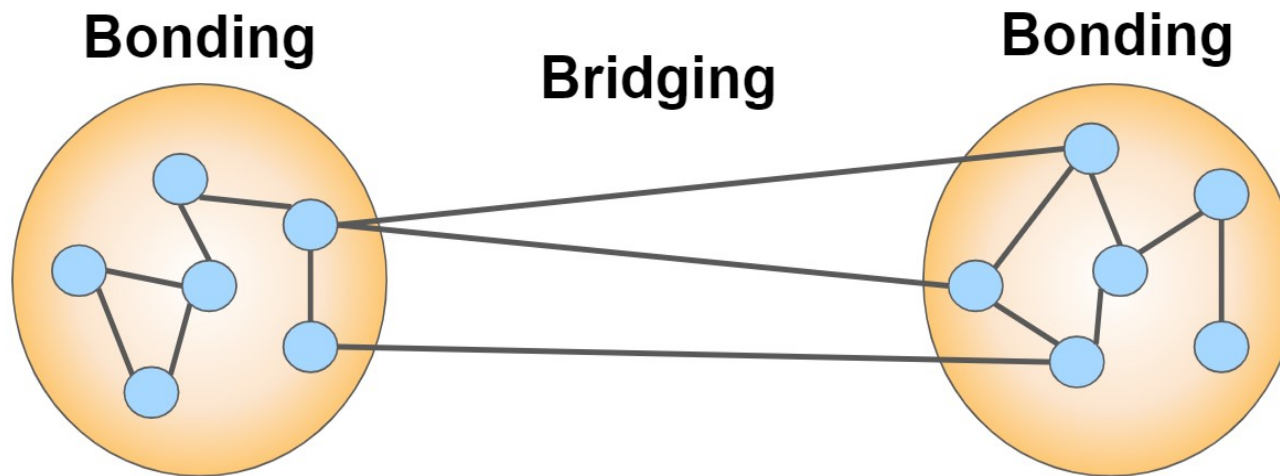


Figure 3: Bridging and Bonding Relationships within Social Networks

**Social capital refers to the “features of social organization, such as networks, norms, and social trust, that facilitate coordination and cooperation for mutual benefit”.<sup>7</sup>**

older members of the community. In this project, a small group of middle school students developed their own fieldwork where they interviewed members of their town about tobacco usage. The students completed their own data analysis and presented their results at a community forum. At the start of their research, the students indicated very low levels of political knowledge and political trust and only a moderate sense of community and community bonding. However, after presenting their results, the youth reported “feeling more attached to the community and a stronger belief in the community’s ability to initiate change”.<sup>18</sup> This example demonstrates that youth engagement can create trust and a sense of connectedness with members outside of youth networks.

## Technology Enhances Youth Networking and Engagement

For youth, technology is becoming an increasingly essential part of communication and community networking. Youth around the world are using “a variety of... technologies, reinventing and invigorating what it means to communicate”.<sup>21</sup> Although youth are revolutionizing online communication, local online community networks remain the most successful in communities with a strong sense of cultural identity and connectedness among members.<sup>22</sup> “Technologies are more attractive if they help maintain existing networks”<sup>23</sup> and build on existing community trust.<sup>24</sup> When functioning effectively, online community networks can provide communication, information, and democratic services. They can also promote goals such as improved community participation or increased access to education and training.<sup>25</sup>

It is especially important for rural youth to be connected to various forms of media because technology can serve as a tool to solve problems in rural areas. For this reason, rural communities are

**“Technologies are more attractive if they help maintain existing networks”<sup>23</sup>**

worried about lagging behind urban areas in the adoption of new technology.<sup>25</sup> In 2017, a study found that rural Americans were seven to twelve percent less likely to utilize a smartphone, personal computer, or tablet than Americans in urban areas.<sup>26</sup> Although rural communities may be behind their urban counterparts in the use of technology, an emphasis on the adoption of technology in rural areas can help combat issues arising from rural marginalization.

**7-12% of rural Americans were less likely to utilize a smartphone, personal computer, or tablet than Americans in urban areas.<sup>26</sup>**

Some community organizations are actively encouraging technology use amongst youth to improve networking and engagement. For example, Horsley and Lee (2017) studied the usage of a Facebook page belonging to a national network of 4-H youth organizations in the United States. 4-H is a community of nearly 6 million people across the U.S. that aims to advance youth development by providing experiences to youth where they learn by doing.<sup>27</sup> The study examined the role of Facebook as a means of communication and its effects on youth engagement by analyzing communication patterns of the 4-H Facebook page through content analysis and interviews. The authors concluded that the 4-H Facebook page encouraged more frequent interactions between members, which led to long-lasting relationships and deeper connections. Additionally, it

concluded that the platform offered youth new opportunities for learning and solving community problems.<sup>28</sup> This example shows how technology can build upon existing connections within a local 4-H community as well as foster communication between 4-H communities across the nation to encourage youth networking and involvement.

## The Island of Møn is at Risk of Rural Marginalization

This project addresses the symptoms of rural marginalization on the rural island of Møn, one of 72 inhabited Danish islands.<sup>29</sup> As shown in Figure 4, Møn is located in the Vordingborg Municipality, in the southeast region of Zealand. The island is connected to Zealand by the Queen Alexandrine Bridge, and is about an hour and a half drive from Copenhagen.<sup>30</sup> Although Møn is considered rural, it is not considered remote due to its easy accessibility from Zealand.

The Island of Møn has a land area of about 84 mi<sup>2</sup> (218 km<sup>2</sup>) full of unique landscapes and natural beauty.<sup>30</sup> One of Denmark’s greatest natural landscapes, the Møns Klint chalk cliffs, is located in

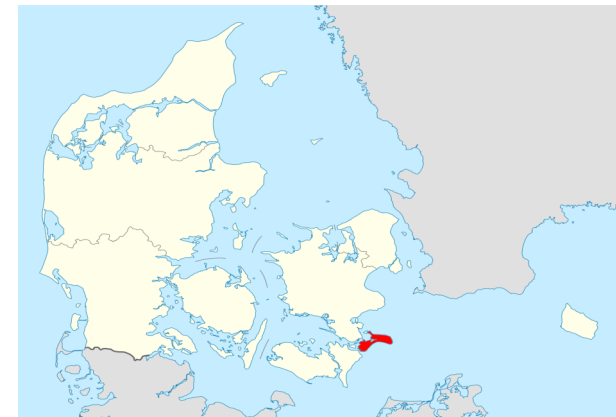
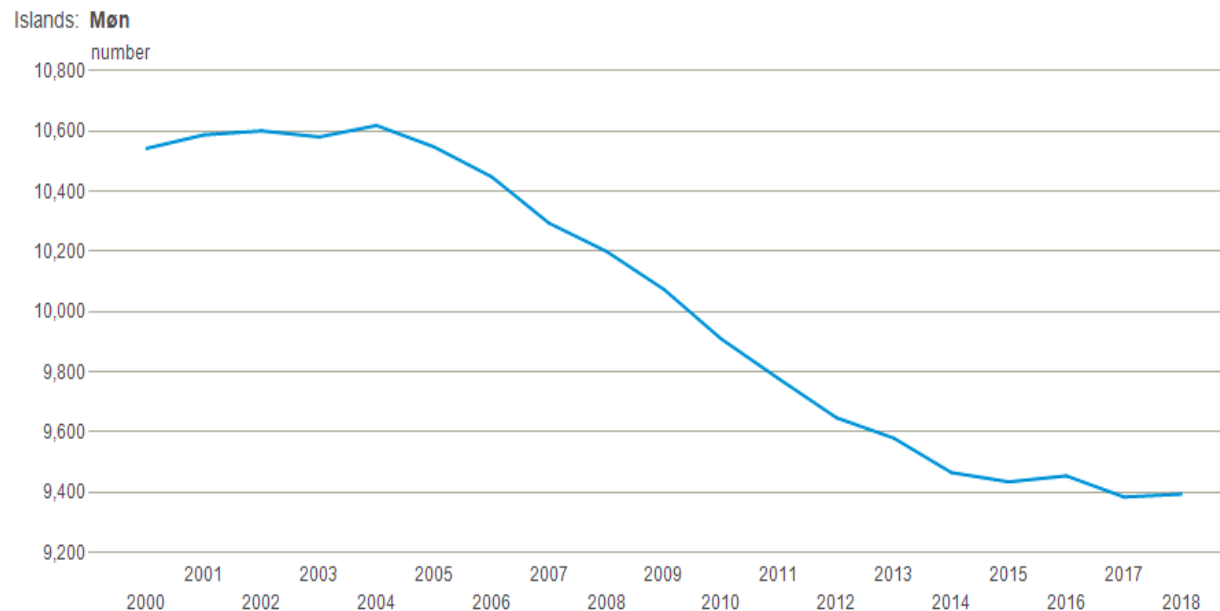


Figure 4: Map of Denmark with Møn in red<sup>31</sup>

eastern Møn and is recognized as an UNESCO biosphere reserve.<sup>32,33</sup> Although the Møns Klint is Møn's most famous attraction drawing more than 300,000 visitors to the site each year, the majority of the island, a total of about 65 mi<sup>2</sup> (169 km<sup>2</sup>), is used for agricultural purposes.<sup>34</sup> The rest of the island consists of coastal areas, meadows, steep hills, forests, and wetlands.<sup>35</sup> Additionally, there are numerous coastal towns on the island including the largest town of Stege, which is home to approximately 40 percent of the island's total population.<sup>35,5</sup> Møn's diverse geography and landscape allow it to stand apart from the rest of Denmark.

On the Island of Møn, the trend of population loss is evident. Census data in Figure 5 shows that Møn lost 12.3 percent of the population between 2000 and 2017.<sup>5</sup>

**Population 1. January**



*Figure 5: Population of the Island of Møn 2000-2018<sup>5</sup>*

The island experiences the setbacks of population loss that are prevalent around the globe. Population trends show that the number of people, ages 0-49 years, is decreasing in the Vordingborg Municipality, which includes Møn.<sup>5</sup> The population of citizens 50-110 years, however, is increasing. In particular, the number of people aged 70-79 increased 39.5% between 2010 and 2017.<sup>5</sup> Loss of population, combined with increasing average age, indicates Møn is at risk of rural marginalization.<sup>1</sup> Therefore, our project aimed to assist our sponsors in developing a community organization to connect the Møn community and empower youth through social networking, digital media, and community engagement.

## Developing a Concept and Business Strategy for Island Living in a Global Age

Our goal was to assist our sponsors in developing the concept and business strategy required for them to create a community organization on Møn. Figure 6 depicts our project objectives that allowed us to accomplish this goal.



*Figure 6: Island Living in a Global Age Project Objectives*



Figure 7 outlines the methodology we implemented to accomplish each objective. Interviews and focus groups with residents of Møn and online interviews with leaders of existing community organizations were the first methods conducted. Information from our resident interviews and focus groups helped us develop an understanding of the needs and future aspirations of both younger and older residents of Møn. These insights highlighted important areas of focus for the Island Living in a Global Age organization and led us to make initial recommendations for the organization's concept. The interviews with founders and executives of other community organizations allowed us to assess various business strategies that were used to inform the preliminary business strategy for our sponsor's organization. We then used a literature review on business models to further the preliminary business

strategy and created a workshop for our sponsors based on our insights from the first objectives. The workshop guided our sponsors in developing the final business model and mission statement for their community organization.

**Objective 1: Identify areas of focus for the community organization based on the needs and aspirations of the Møn residents**

For Island Living in a Global Age to be successful, the concept for the organization must align with the various needs and desires of residents within the Møn community. Therefore, our research for this objective aimed to identify different areas of focus for the Island Living in a Global Age organization.

Because our sponsors indicated that the target audience of the online platform would be the youth on Møn, we held six focus groups with students aged 14-16 enrolled in the eighth and ninth grade at Stege School and Møn Friskole on the island. The purpose of these focus groups was to gain targeted insights into the perspectives of teenagers on Møn, towards whom the online platform will be oriented. Approximately ten students participated in each of the focus groups. Students were encouraged to share their interests, goals, and thoughts about the Island of Møn as well as talk about how they communicate and network with friends (See Supplemental Materials C.1). In addition, the students completed a social mapping exercise where we asked them to visually depict themselves and the things they consider important to them within the community.<sup>36</sup> Insights from these focus groups identified important aspects

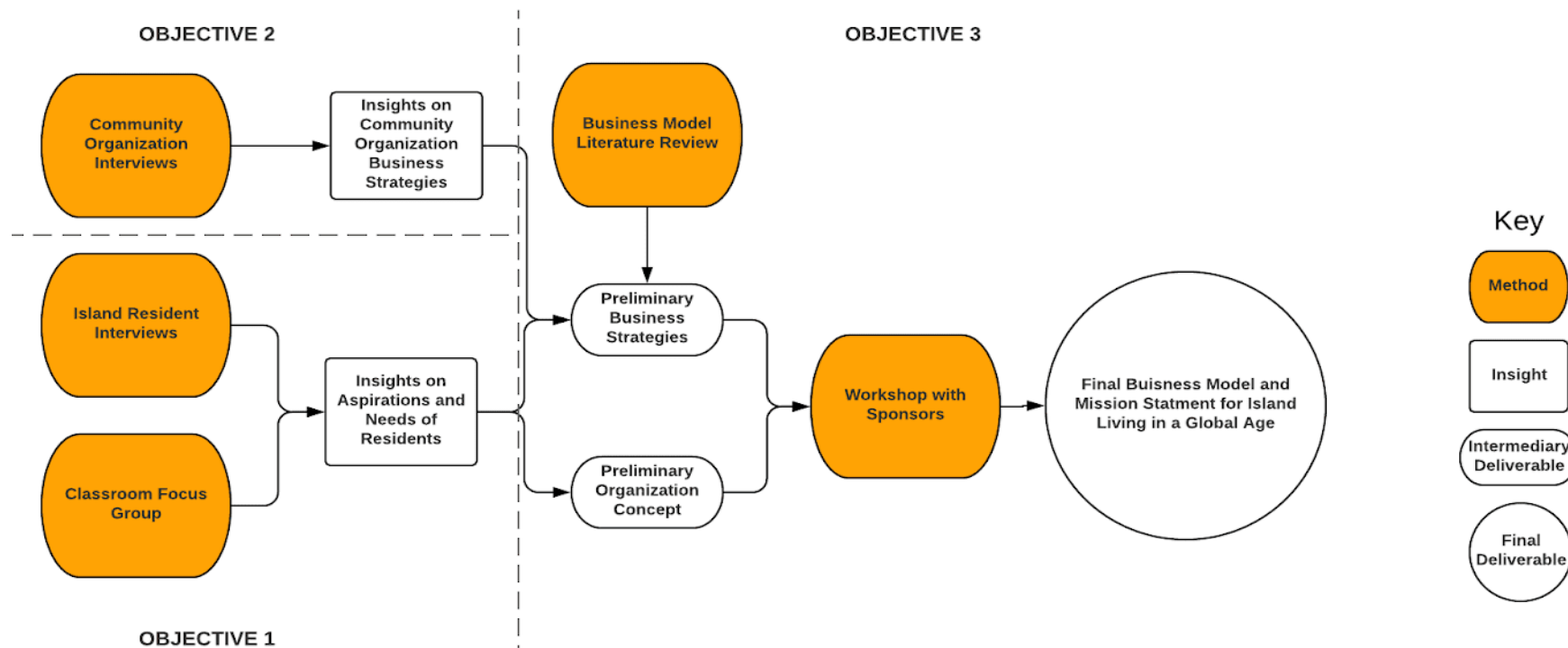


Figure 7: Island Living in a Global Age Methodology

of youth life on Møn (See Supplemental Materials B.1).

In addition to the focus groups, we conducted interviews with parents on the island because they provided important insight into their aspirations for the future generations of Møn (See Supplemental Materials B.2, D.1). Some of our interviews also included participants outside of this group in order to gather further insights into the general perception of the Møn community (See Supplemental Materials B.3). In total, we conducted 24 resident interviews (See Supplemental Materials B.4). These interviews were first coded inductively by topics that came up for each question (nature, education, transportation, newcomers, etc.) and then deductively by major themes identified from our literature review (local identity, rural marginalization, networking, youth, and technology). The insights from both our interviews and the focus groups were used to guide the concept behind the Island Living in a Global Age organization.

### *Objective II: Classify the business strategies of existing community organizations*

Our second objective was to classify the different business strategies that existing community organizations use to support members of their communities. These community organizations employ various platforms that aim to create and maintain a strong social network within a community. Researching other organizations and how they utilize their online platforms allowed us to assess and classify the characteristics of each organization's business model and strategies. The data that we gathered from this process was used to achieve our third objective, where we developed a business model.

The organizations were chosen based on two criteria: they target a specific community and look to connect the individuals in the targeted community through their platform. The sample included a range of sizes, locations, and platform types in order to explore

a diverse grouping. After finding a sample of nine community organizations that fit these criteria, semi-structured interviews were conducted with the founders or executives of each organization (See Supplemental Materials B.5). Information was gathered about the vision for the network and the logistics of the organization's business structure (See Supplemental Materials B.6, F.1).

The qualitative data from our interviews was coded thematically using both inductive methods (target audience, benefits, weaknesses, etc.) and deductive methods (See Supplemental Materials B.7). This allowed us to compare and correlate the success and strategies between each organization. Finally, we referred to these correlations when we helped our sponsors develop the business model for Island Living in a Global Age.

### *Objective III: Develop the business model and mission statement for Island Living in a Global Age*

For our third objective, we used the information previously gathered, as well as a literature review on business models, to help our sponsors develop the business model and mission statement for the Island Living in a Global Age organization. To accomplish this objective, we designed and hosted a three-day workshop with our sponsors (See Supplemental Materials G).

On the first day of the workshop, we completed the same interview we conducted with other existing community organizations with our sponsors (See Supplemental Materials G.1). This allowed us to compare our sponsor's initial thoughts about their organization and network to those of the other organizations. Following the interview, we worked with our sponsors to fill out a business model canvas. The business model canvas is a template for developing new business models by defining their customers, value, infrastructure, and finances (See Supplemental Materials G.2).<sup>37</sup> On the second day of

the workshop, we led a discussion on the importance of business model innovation informed by a literature review on non-profit social enterprise innovation (See Supplemental Materials G.3). Following this discussion, we spent time looking through the platforms of other community organizations with our sponsors. Then, we showed our sponsors how the answers from their interview compared to those of the other organizations. On the final day of the workshop, we emphasized the importance of defining how the network will attract initial members (See Supplemental Materials G.4). In other words, we wanted our sponsors to think about how their target audience will initially benefit from participating in the network, and how to ensure retention of participants. Finally, we concluded by assisting our sponsors in writing a mission statement to encapsulate the concept of the organization based on the insights from our interviews, focus groups, and the prior workshop exercises. The creation of the mission statement was guided by a checklist based on our literature review (See Supplemental Materials G.5). After the completion of the workshop, we left our sponsors with a solid framework for a business model and mission statement for the future of the Island Living in a Global Age organization.



*Community Organization Phone Interview*

## Møn Residents Displayed a Unique Local Identity

The 24 resident interviews conducted across the Island of Møn revealed distinctive features of the culture and lifestyle of the residents including friendliness, helpfulness, open mindedness, and creativity. Participants were welcoming, friendly, and willing to engage in deep discussion about their lives and the Møn community. For instance, upon meeting one interviewee, we were offered tea, coffee, and fresh pastries and told to make ourselves at home. Another interviewee even drew us a map to a few of the local beaches. These interactions reflected the local identity of Møn. Friendliness and helpfulness were among the most frequently mentioned traits that residents used to describe the identity of their community. Specifically, in our 24 interviews, residents mentioned helpfulness eight times when asked to describe the island and its culture. One participant, when describing the troubles of commuting during the harsh winter, expressed his lack of concern about breaking down, saying “if there comes a car, I will be helped”.

In addition to helpfulness, which promotes a general sense of trust, 20 percent of our respondents named creativity as a characteristic of the Møn culture. During our time on the island, we attended an art festival, which featured electronic music, meditations, and a piano deconstruction. We also met several residents on Møn with creative occupations such as a basket weaver, a seamstress, and an independent filmmaker. Eight respondents named open mindedness as another characteristic of the Møn culture. A sixth generation farmer on the island helped the organizers of the art festival, two newcomers, by offering his skills and equipment to help create an exhibit. He expressed that he is open minded to all of the Copenhagen newcomers because he wants to encourage them to be open minded in return. Both open mindedness and creativity contribute to a general sense of community and an alternative lifestyle, which were common responses to questions concerning

respondent's favorite things about Møn and why they live on the island. A few residents even indicated that the overall sense of community on Møn, a key component of local identity, has grown since they moved to the island.

However, a tight-knit community can have some negative aspects. For example, many Møn residents spoke of a culture of bad gossip on the island and in one focus group a student expressed the fear that their mistakes would be remembered and discussed for years. Similarly, one resident stated “people don’t like to be here because people talk so much about each other”. The tight-knit aspect of the community is tied to a culture of gossip, pushing some members away.

Evidence of a strong sense of place identity also arose from our interview interactions. Over a third of respondents identified their proximity to nature as a reason for living on the island, and over half expressed it as something they would share with someone unfamiliar with Møn. Many residents even preferred to conduct the interview outside. Nature was also valued as a favorite feature and advantage of the island. The two initiatives mentioned most frequently that were viewed as beneficial to the Møn community were Møn’s Biosphere Reserve and the Dark Sky Project, which both highlight the beautiful nature on the island. One resident described her love for the nature on Møn sharing, “following the seasons of the years as close as you do when you live in nature is amazing”. The frequency with which nature was mentioned and the passion associated with this response indicates its role in the local community and evidences a strong place-based identity among Møn residents. Students in every focus group also identified nature as integral to the island’s culture. The strong place-based identity was rooted in many people’s history of living on the island either during their childhood, adulthood, or their entire life. The qualities of friendliness, helpfulness, creativity, open mindedness, and connection to nature build a picture of a unique Møn identity. Møn residents are proud of their community and share a sense of pride and protectiveness of the natural beauty of the island.

## Møn’s Youth Are Discontented with Life on the Island

The social mapping exercise conducted with Møn youth revealed their unique interests. On their social maps, students typically placed their hobbies and interests close to themselves. For example, in Figures 8 and 9, you can see that both students valued sports. The focus groups demonstrated the teenagers’ broad range of interests, such as horseback riding, gymnastics, gaming, educational activism, technology, and arts. In particular, many students highlighted the importance of technology by placing their phones and computers close to their central bubble, and a few were interested in online gaming or e-sports. In the social

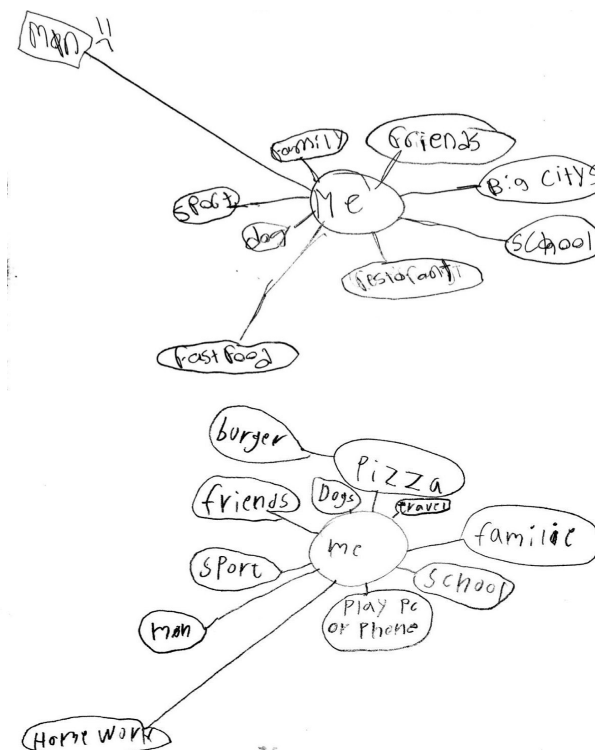


Figure 8 (top) and 9 (bottom): Social Maps



map in Figure 9, the student placed “play PC or phone” very close to their central bubble. Students also loved to travel and were looking forward to traveling to Madrid the week after we visited. In the social map from Figure 9, travel was placed almost immediately adjacent to the central bubble.

However, a major theme that arose was a sense of discontent with the island itself. In Figures 8 and 9, both students put Møn towards the outside of their social maps, with the student who drew the social map in Figure 8 adding a sad face. The discontent evident in the social maps was also apparent during conversation with the students. When students were asked if they would live on Møn, there was a resounding response of “no” in all six of the focus groups. Common descriptions of the island usually included the words “boring” and “small”. Many talked about the fact that they go off the island to find things to do. In addition, many students expressed wanting to live in Copenhagen in the future. In Figure 5, the student put big cities relatively close to his or her central bubble, displaying the student’s interest in urban life. Overall, there seemed to be unhappiness with the types and availability of activities on Møn.

Despite the students feeling discontented with Møn, they expressed that they may return once they are old or may consider owning a summer home on the island. Students identified the close nature of the community as a positive aspect of living on Møn. For instance, one student wrote on their social map, after putting “community” adjacent to their central bubble, “on an island like Møn, people are much closer”. However, students expressed that although they were very close with their schoolmates, there was little overlap between schools, showing the lack of bridging social capital. Extracurricular activities provided a link between schools, but one student mentioned that it was difficult to initiate new clubs, and they often died out from a lack of support. Although most students had a strong bond with their existing social groups, they made few connections outside of these groups and felt unhappy with life on the island.

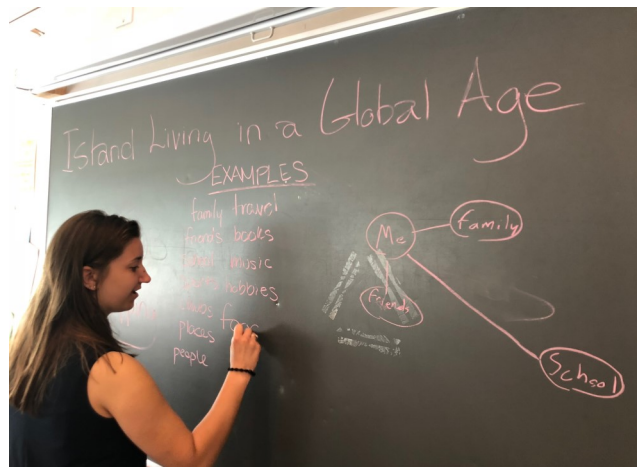
## Underrepresentation of Youth in the Møn Community Highlights the Need for Bridging Social Capital Between Generations

Interviewees and participants in our focus groups identified that the increasing age structure in the Møn community has led to an underrepresentation of youth. Both young and old people recognized the difficulties faced by the younger generation on the island. One interviewee explained that Møn is a great place to be a kid and an adult, but not a teen. In general, young people on the island are greatly outnumbered by the older generations. In the Møn school district, there are nearly twice as many residents aged 60 to 79 as there are residents aged 7 to 25.<sup>38</sup> Because young people are so outnumbered, many residents expressed concerns that the social culture was focused more on the older generations. Almost half expressed the need for change on the island to help provide youth with better social opportunities, allowing them to interact with other members of the community. Further, students in our

focus groups indicated that they did not feel represented by their local news agencies. There was a focus on bonding social capital between the adults on the island, but little bridging social capital between generations on the island. For example, a quarter of the adults on the island felt that it was easy to meet other adults in the community. On the other hand, students in our focus groups indicated that they did not meet new people on the island outside of their schools. This demonstrates that the social structures on Møn are conducive to adult socialization, and youth have little opportunity to socialize outside of the classroom. The failure to give youth an opportunity to socialize with adults and meet new people has caused a divide to naturally form between generations on Møn.

**In the Møn school district, there are nearly twice as many residents aged 60 to 79 as there are residents aged 7 to 25.<sup>38</sup>**

Both old and young residents on the island indicated that they were interested in bridging the age gap in the community. For example, two older interviewees indicated that they wanted to see more youth at community events. In addition, youth expressed an interest in being engaged in the community. One teacher informed us that the students recently participated in Ungefølkemøde Møn, or Young People’s Meeting Møn, where they spoke to local politicians about issues important to them such as transportation and education. The students noted that they enjoyed sharing their voice on these issues with community leaders and politicians. One girl in particular indicated that after school she wanted to volunteer with an organization that advocates for education in the local municipality. After hearing the vision for Island Living in a Global Age, she also recognized that an online space for youth to voice their opinions about education would be beneficial.



*Demonstration of Social Mapping Exercise*



Engaging youth in politics and community initiatives has potential to help create bridging social capital between the younger and older generations on the island.

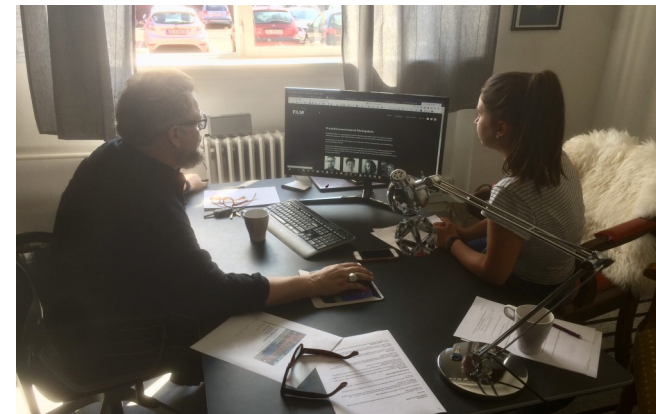
Technology and media could be important on the island as they can be a means of developing bridging social capital and local identity. Our interviews suggested that older individuals seemed to use the Møn community Facebook page more than the younger generation. This page is used primarily as a community forum for practical purposes like transactions or finding lost keys, but adults did use the page as a means of finding events and services. The youth in our focus groups never mentioned using the page to communicate. Instead, youth use Facebook messenger and snapchat as their primary means of communication with their peers. Further, more than half the adults from our interviews stated that they frequently used the local newspaper as a way to find events and activities on the island, and the younger generations indicated never using the newspaper. Youth and adults use different forms of technology and media to communicate, increasing the imbalance between bridging and bonding social capital and further isolating the generations on Møn. This shows the need for a platform that is inclusive of all age groups in order to create bridging connections between generations on the island.

**Youth and adults use different forms of technology and media to communicate, increasing the imbalance between bridging and bonding social capital and further isolating the generations on Møn.**

## Feelings of Underrepresentation and Symptoms of Rural Marginalization are Evident on Møn

Democratic underrepresentation is an additional problem that arose during our interviews. Many island residents expressed that they were unsatisfied with their government ever since Møn became a part of the Vordingborg Municipality in 2007 as a part of a nationwide structural reform.<sup>\*,39</sup> The Vordingborg Municipality is now composed of 16 local areas including three areas on Møn and is run by a council of 29 members. Representatives from Vordingborg city alone comprise 48 percent of the council, despite that there are 15 other areas within the municipality.<sup>40,41</sup> In the interviews, residents expressed feeling that the decisions made reflect those of Vordingborg and not of the island. Specifically, residents stressed their discontent, mentioning fewer opportunities to become involved in democracy, speak to politicians, and inspire local decision making. One resident observed that the Møn community lost a sense of engagement with its representatives after becoming a part of the Vordingborg Municipality. He said, “[before,] we would have to behave in relation to them and they would have to behave in relation to us because we were meeting each other face to face”, but now the politicians in Vordingborg view their responsibilities to Møn as “just a job”.

Residents also expressed a dissatisfaction with transportation, lack of educational and economic opportunity, and an unstable internet connection, all of which are symptoms of rural marginalization. About a third of our interviewees named public transportation or infrastructure as a difficulty of living on the island. In addition, youth expressed discontent with the public transportation on Møn in four out of six of our school focus groups. The current infrequency of buses and poor coverage of the Møn bus routes were mentioned

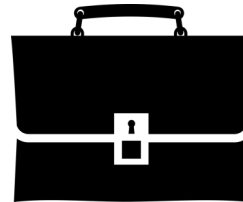


*Interviews with Residents of Møn*

in interviews and focus groups as an inconvenience, making it harder to travel and even causing youth to be unable to participate in certain clubs and activities. Zealand's regional politicians have proposed to shorten or close 15 bus routes, including one on Møn, in order to save money on public transport. If the savings proposal is accepted, the 660R bus line from Vordingborg to Stege will be closed, removing one of only two bus routes off the island.<sup>42</sup> The local newspaper on Møn featured residents' discontent with the region's proposal to close bus route 660R. One resident expressed that bus 660R is the lifeblood of the public transport system on Møn.<sup>43</sup> Even the mayor of the municipality, a resident on Møn, viewed the proposal to be completely irresponsible as citizens should be able to trust their government to provide equal access to public transportation for all.<sup>44</sup>

In addition to public transportation, Møn residents also indicated that a lack of educational opportunity was a difficulty of living on the island. Approximately 300 young students take the 660R bus from Stege to Vordingborg each day to get access to education that is not available on the island.<sup>43</sup> One resident talked about municipal funding issues with education in the local public kindergarten stating, "they didn't get so much money so they had to get rid of some of the employees and you felt it immediately... it influenced the whole way of the daily life". The decline of the educational system is not only hurting opportunities for students, it is hurting the local identity and pride of Møn. It was commonly indicated across interviews that to improve Møn for future generations the community should focus on improving educational opportunity.

The lack of education and job opportunities accounts for the departure of youth and increasing age structure on Møn. One youth respondent indicated that the students would have to leave Møn in order to receive a higher education. Economic opportunity was another concern in the local community, especially for youth on Møn. In half of the focus groups, students indicated they would leave the island due to the lack of employment opportunity. Many residents also stated that the lack of job opportunities on Møn was a



*Symptoms of Rural Marginalization  
on Møn*

difficulty of living on the island, and six residents expressed a hope for improved job opportunities and continued economic development. One interviewee stated, "it is hard to find [a] job if you want to work here or nearby, so you have to accept the commute, otherwise you have to accept [taking] jobs with low pay".

Finally, resident responses also expressed the difficulty of poor internet connectivity on Møn, indicating the island, like other global rural areas, struggles in the adoption of technology. In fact, in Northwestern Møn, more than 150 properties do not yet have adequate internet or mobile connection and local councils are preparing to apply for grants from the State Broadband Fund.<sup>45</sup> One interviewee expressed that the unstable internet made life on the island difficult. She stated that "there is not enough money spent on making sure that everyone has good wifi." In particular, the interviewee expressed concern for her child, explaining that teachers were beginning to assign online homework that her child and others could not complete because of the unstable internet. The residents' issues with internet highlight the importance of improving internet on the island. In addition, the lack of transportation, infrastructure, and educational and economic opportunity show that Møn is experiencing symptoms of rural marginalization seen in many other rural communities. In order to address issues similar to these, many communities create community organizations. Our interviews with existing community organizations revealed that they can be an effective tool for connecting and empowering the community.

**"It is hard to find [a] job if you want to work here or nearby, so you have to accept the commute, otherwise you have to accept [taking] jobs with low pay".**

# Existing Community Organizations are Categorized as Either Holistic or Mission Organizations

The first key distinguishing trait among the community organizations related to the focus and scope of each organization. Some were more general organizations with a small scope, while others concentrated on a singular focus to achieve a larger scope. We termed these two types as holistic organizations and mission organizations, respectively. A holistic organization serves the needs of an entire geographical community, while a mission organization connects people within a community who share a common goal. For example, Organization E was characterized as a holistic organization because they utilized a mobile application to connect all members of a rural community in England. Conversely, Organization B was characterized as a mission organization because it specifically targeted 18-30 year olds in a community in an effort to combat a local drug crisis. As seen in Figure 10, five community organizations were identified as holistic organizations, and four were identified as mission organizations. Importantly, holistic and mission organizations manage their internal operational strategies very differently, specifically regarding their structure, culture, process, and review (See Supplemental Materials F.2).

**A holistic organization serves the needs of an entire geographical community, while a mission organization connects people within a community who share a common goal.**

Our interviews revealed that holistic organizations were much more of a network, and were more people-focused. Additionally, holistic organizations tended to use external review. Holistic organizations, in their intent to serve the general population, need to communicate with the community to find new ideas and receive feedback. This results in an organization with members working together, facilitated by horizontal communication that emphasizes equal standing amongst all employees and volunteers. One organization that exemplified these traits was Organization D, which aimed to connect all ages in their community to each other and to local activities, organizations, and services. The founder stressed that the internal structure of the organization was a network of volunteer peers, each with equal standing within the organization. This allowed each member of the

community to make contributions to the community through the organization. For instance, the organization helped connect one group of residents with struggling local families, and through this connection, the group provided hot meals to the children during their school breaks.

Conversely, mission organizations exhibited a hierarchical structure, with a task-focused culture, and implemented internal review. Mission organizations need to be effective in addressing a particular purpose. As such, it is important that they have a more organized structure and task-focused approach. Organization A is a mission organization with a goal of helping struggling towns start sustainable development projects within the community. They relied on a hierarchical structure and chain of command in order to organize volunteers effectively within the

Community Hub	Holistic vs Mission Organization	Structure Hierarchy(1) vs Network(5)	Culture Task-focused(1) vs People-focused(5)	Process Rigid Approach(1) vs Flexible Approach(5)	Review External(1) vs Internal(5)
Organization C	Holistic	4	4	4	2
Organization D	Holistic	5	5	5	1
Organization E	Holistic	5	5	4	3
Organization F	Holistic	4	5	4	1
Organization H	Holistic	5	5	4	2
Organization A	Mission	3	2	4	3
Organization B	Mission	1	3	4	5
Organization G	Mission	2	1	5	4
Organization I	Mission	2	2	3	2

Figure 10: Internal Operational Strategies of Community Organizations



communities. Although on a local level the organization functioned as a network of peers, internally, employees and volunteers had more structured roles within the larger organization. Organization A was very focused on defining and executing procedures in order to efficiently help communities. Organization A also stressed annual internal review as a way to improve their organization.

However, both holistic and mission organizations have more flexible problem solving approaches rather than rigid approaches. Both types of organizations need to be able to solve many different types of problems and therefore recognized the benefits of being flexible and innovative in their approach to these problems. For example, an executive in Organization I, a mission organization, stated that their approach is “very fluid, very creative, and very dependent upon who it is, why we’re doing it, and who it’s for”. The community organizations needed to be flexible in different areas such as funding and partnerships in order to be successful within their communities.

## Holistic and Mission Community Organizations Differ In Size and Importance of Revenue Sources

Mission organizations tended to be larger than holistic organizations. Holistic organizations from our interviews had between zero and two paid employees, while the mission organizations had between 1 and 1000 paid employees. Only one mission organization, Organization B, had a single paid employee and it was less than a year old. All other mission organizations had at least nine employees.

While the different organizations generally utilized the same sources of revenue, holistic and mission organizations viewed the importance of specific revenue streams differently. The different sources of revenue and their importance to each type of organization are shown in Figure 11. Holistic

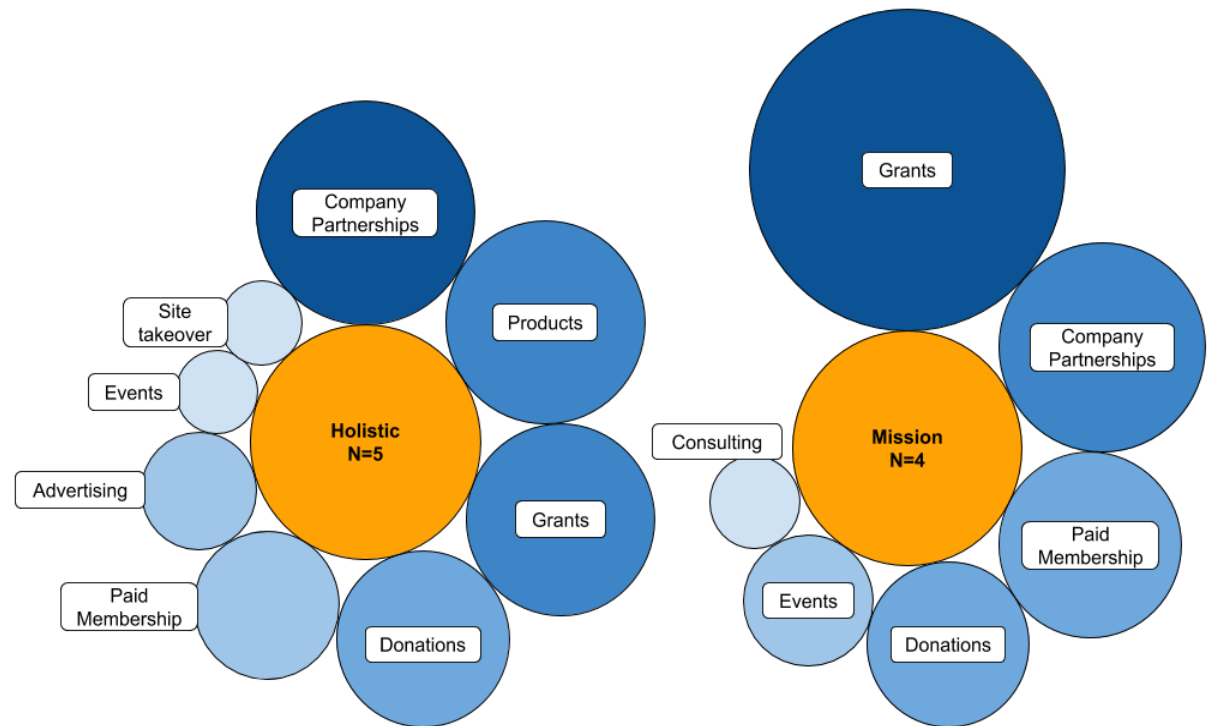


Figure 11: Weighted Representation of Sources of Revenue and their Relative Importance

organizations tend to rely on company partnerships and local products as the primary sources of revenue. Company partnerships are used by two-thirds of all organizations, but they are more important to holistic organizations. This may be because holistic organizations are more connected within a single community, and, therefore, are more likely to be connected to local businesses. Products were ranked as a unique source of revenue for holistic organizations. For example, Organization F raises money through a community cafe in which volunteers in the community sell coffee in the mornings.

Mission organizations are more reliant on funding from grants. Though over half of all the existing organizations receive grants, mission organizations

consider grants to be their most important source of income. This may be because they focus on a specific problem and, therefore, are more eligible to receive grants. In addition, the grants received by mission organizations tend to be significantly larger than those received by holistic organizations. Mission organizations emphasize paid memberships. For example, Organization G based their business model around paid memberships that allow access to their site and professional network. Finally, donations serve as an important source of revenue for five out of the nine organizations. Although many of the sources of funding were similar between the two organization types, holistic and mission organizations differed in the importance of these revenue sources.



## Many Mission Organizations Began as Holistic Organizations

Nearly every mission organization started as a holistic organization, networking within a single community, and then transitioned into a mission organization. This transition is driven by the desire of an organization to grow beyond the size of its original geographical community. Organization B is an example of an organization that is currently transitioning. The founder's goal was first to engage their target audience and create a solid network within the community, and later introduce more mission-related events. The founder stated that presently the organization focuses on hosting events that are targeted at young adults age 18 to 30, but are open to all members of the community. Currently, the events are used to connect members of the community, and the organization's mission of combating a local drug crisis is slowly becoming a larger part of these events.

Organization G exemplified the scaling of a community organization that has successfully transitioned to a mission organization. The organization, founded in England within a single community, was meant to allow community members to support each other for the good of the community. As Organization G grew, the organization recognized their strength in connecting entrepreneurs for change, and began to found other local branches. In the beginning, Organization G was similar to other holistic organizations, having more of a network structure and emphasizing community feedback within their original community. As the executive we interviewed explained, "the impact focus came on later in our journey, so from the first impact hub, the idea spread to various locations and then we focus[ed] more and more on impact". Today, Organization G's network has over 100 global locations, each led by local community members. They have 1000 paid employees, and focus on supporting entrepreneurs who want to

work within their impact mission.

This shift from holistic organizations to mission organizations is important because of the key distinctions between these types of organizations. Holistic organizations and mission organizations grow in different ways. Holistic organizations grow and operate within a specific geographical community, but their growth is limited by the number of people in that community. Conversely, mission organizations are not limited to a geographical community and thus, they can grow to a much larger scale by incorporating members from different geographical locations. Figure 12 shows the common timeline that many mission organizations followed as they transitioned from holistic organizations. In the beginning, these community organizations focus on getting members of the local community to join their network. As the organization grows, leaders assess their community's needs in order to find areas where the community organization can help. Once the organization achieves success in the community, it has the opportunity to become a mission organization. If the organization wishes to grow in scope, it can narrow its focus to a single mission based on where it has been successful. Once a mission is developed, the organization can create local branches in other communities with the common mission connecting each branch.

Literature on social enterprises confirms a similar trend of scaling through replicating a model of success from one community within other communities as a means of growth and impacting social change.<sup>46</sup> Social entrepreneurship can be defined as "the application of innovative business models to create positive social or environmental impact".<sup>47</sup> Social enterprises create social value through the adoption of a mission. In effect, the organizations which we identified as community organizations are social enterprises. Social enterprises scale "in order to move from solving local, idiosyncratic problems to addressing issues that affect an increasing number of people over larger geographical areas".<sup>46</sup> They are unique in that they externalize benefits and internalize cost more than regular businesses, and thus they need to be innovative

in how they scale. Replication of a model is one way for a social enterprise to scale and address larger social problems pertaining to their mission. If an organization is able to have a solid model on a small scale, like a successful holistic organization, they can scale by replicating this model in other communities. This is what we have seen with the mission organizations from our interviews. They had a model that worked on a local level, and they expanded upon this model by replicating it in other communities which then became branches of the organization.<sup>46</sup>



Figure 12: Community Organization Timeline, Transition from Holistic to Mission

## The Mission Statement for Island Living in a Global Age Encompasses the Needs and Aspirations Identified by the Residents

Our research was used to direct our sponsors' vision for Island Living in a Global Age into a concise and powerful mission statement. Incorporating the needs and aspirations of the community, identified in the focus groups and resident interviews, ensures that Island Living in a Global Age will successfully serve the Møn community. Our community organization interviews provided examples of success for Island Living in a Global Age to build upon in their mission statement. The final mission statement is shown below:

*The Island Living in a Global Age organization is for all age groups, opinion makers, and people interested in rural life - in and around the Møn community. Island Living in a Global Age is an innovative and adaptive non-profit organization that is a part of everyday living by connecting people and creating local pride. Through a unique, modern new media platform, Island Living in a Global Age provides opportunities to network and inspires collective curiosity and new dialogues, with a long term goal of expanding new local platforms to build communities in other Danish rural areas. Island Living in a Global Age commits itself to being a transparent, deep listening, professional and trusted organization within the community as a welcoming helper and enabler for participants.*

The mission statement aims to use a new media platform in building bridging social capital to develop local identity and pride on Møn, especially among the youth. Today, the young and old on Møn use different platforms to communicate, and current technology is not helping bridge these two groups. The Island Living

in a Global Age online platform needs to engage all generations of the community, and therefore, it should be a new media platform. The platform's ability to connect across the generations will develop the sense of local identity in the community by engaging the youth who lacked a sense of local pride. Therefore, the Island Living in a Global Age organization will look to network between generations in the hopes of improving the local identity and local pride.

**The mission statement aims to use a new media platform in building bridging social capital to develop local identity and pride on Møn, especially among the youth.**

Another goal of the mission statement is to challenge current thought on the island by engaging opinion makers both on and off the island. Island Living in a Global Age will engage youth in the Møn community through the new media platform, as they currently lack a voice in their local community. Youth are representatives of a new generation of thought, and can provide new ideas for the internal development of the Møn community. In addition, Island Living in a Global Age and its new media platform aspire to strengthen democratic debate by providing those who feel underrepresented in the Vordingborg Municipality with a space to challenge closed democracy. Further, the mission statement seeks to bring external opinions into the Møn community through the participation of journalists and other external contributors. This will provoke the collective curiosity of the Møn community and create new dialogues. In order to ensure that Island Living in a Global Age is successful in achieving the aim laid out in the mission statement, the structure of the organization was defined in a business model canvas.



Three-Day Workshop Exercises



## The Business Model Canvas for Island Living in a Global Age Defines an Organization that Serves the Mission Statement

The business model canvas developed during our workshop, shown in Figure 13, lays out the structure that will enable Island Living in a Global Age to achieve the vision presented in its mission statement. Island Living in a Global Age will cater to all residents on Møn, especially younger residents on the island. The mission statement highlights the importance of connecting across all age groups on the island because of the lack of bridging social capital between generations. The main channels of communication between the generations were identified as the new media platform as well as a cafe or other meeting space located on Møn. It is important that the organization have both an online and physical space because, from our literature, we learned that although technology can help youth engage and network in their communities, online networks are strongest when they are built upon physical connections. Therefore, the organization would benefit from having a physical space for youth to develop their social capital and local identity through face-to-face connections with other members in the community.

The main values that Island Living in a Global Age will offer to the Møn residents are the ability to share opinions and knowledge across generations and the opportunity to have a stronger voice in the local community. One way to create bridging social capital between the generations is to have adults share their knowledge and experience with younger residents in different areas such as fly fishing. Further, the mission statement speaks to the value of giving all members a stronger voice by inspiring new dialogues through the new media platform. These dialogues will highlight collective opinions on the island and help islanders advocate for improvements in educational funding, transportation, and internet in the larger Vordingborg

Municipality.

Another important section of the business model was the infrastructure necessary for the organization. Administrators for the platform will be one important key resource because community members will be contributing media to the platform. Several key activities, such as media training and Family Biosphere Weekends, will also help accomplish the aim of the mission statement. Because rural areas are behind urban areas in technology usage, media training could help the Møn community in the adoption and use of new technologies that can give them advantages such as skills in media or design. Family Biosphere Weekends, where Møn families can enjoy the nature

on the island, can help highlight the residents' local and place-based identity. In order to obtain these key resources and activities, there will be several key partners. Some groups, such as local experts, journalists, and creative partners, will be important for maintaining these key activities. On the other hand, business partners, local government, and local tourist boards would be able to provide capital and key resources.

As the Island Living in a Global Age organization grows and adopts new communities, the business model must adapt to the expanded role (See Supplemental Materials G.3, H.3). To explore innovations of the business model, a second business

<u>Key Partners</u>	<u>Key Activities</u>	<u>Value Propositions</u>	<u>Customer Relationships</u>	<u>Customer Segments</u>
<ul style="list-style-type: none"> <li>Small Entrepreneurs</li> <li>Journalists</li> <li>Creative Partners</li> <li>Local Experts (Knowledge in a Particular Hobby)</li> <li>Local Schools</li> <li>Universities</li> <li>Technology Partners</li> <li>Business Partners</li> <li>Local Government</li> <li>Local Tourist Board</li> </ul>	<ul style="list-style-type: none"> <li>Family Weekends (Biosphere)</li> <li>Hosting Events</li> <li>Media Training</li> <li>Trusted Drivers</li> <li>Monthly Themes &amp; Meetings</li> <li>Research</li> <li>Calendar</li> <li>Live Stream</li> <li>Technology Support</li> </ul>	<ul style="list-style-type: none"> <li>Media Skills</li> <li>Knowledge Networking (Profiling)</li> <li>Give Islanders a Bigger Voice in the Local Municipality</li> <li>Perspectives Across Generations</li> <li>Challenging Closed Democracy</li> <li>Connecting People Within the Community</li> <li>Offering Perspectives &amp; Research of Møn</li> <li>Social Opportunity</li> </ul>	<ul style="list-style-type: none"> <li>Participants</li> <li>Users</li> <li>Shared Interests</li> <li>Facilitating Networking/Access to Resources</li> </ul>	Islanders <ol style="list-style-type: none"> <li>Youth</li> <li>Older</li> <li>Working Age</li> </ol>
		<u>Key Resources</u>	<u>Channels</u>	Non-Islanders <ul style="list-style-type: none"> <li>Summer Houses</li> <li>Family Connections</li> <li>Tourists</li> <li>Potential Movers</li> <li>Danish Journalists</li> </ul>
		<u>Cost Structure</u>	<u>Revenue Streams</u>	
		<ul style="list-style-type: none"> <li>Making Platform/Platform Structure</li> <li>Salary</li> <li>Journal Articles</li> <li>Maintenance</li> <li>Editors</li> <li>Physical Space</li> </ul>	<ul style="list-style-type: none"> <li>Business Partners</li> <li>Grants (Municipality, EU, National)</li> <li>Donations</li> <li>Events</li> <li>Businesses Pay to Be on the Website</li> <li>Speaking Gigs</li> <li>Advertising Other Initiative's Activities</li> </ul>	

Figure 13: Completed Business Model Canvas

model canvas was created, showing how the organization could expand to other communities (See Supplemental Materials H.2). The main value for these rural community branches would be that the Island Living in a Global Age organization would help showcase their unique lifestyles and strengthen the relations between different communities. The main key resource will become the knowledge gained from the original Island Living in a Global Age on Møn. The new media platform that the organization develops on Møn will become model that can be branded and brought to other communities.

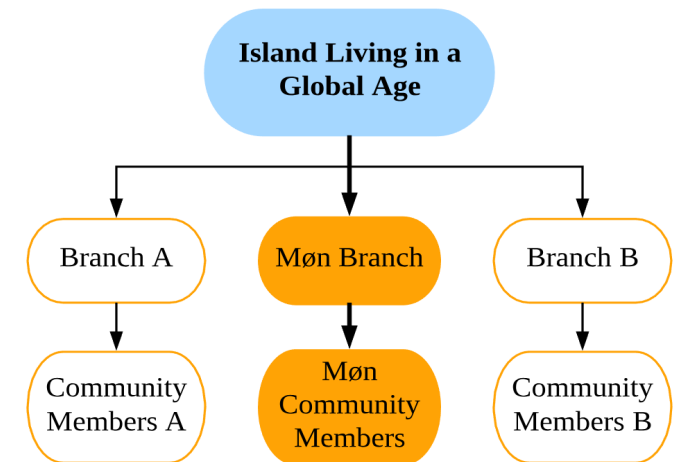


*Business Model Exercise for Island Living in a Global Age*

## Island Living in a Global Age Will Innovate on the Precedents of Existing Community Organizations

Island Living in a Global Age will follow the business strategy precedents of internal structure and platform choice presented by existing holistic and mission organizations. However, our sponsors' unique goals for their collaborative mission organization and innovative new media approach will allow them to differentiate Island Living in a Global Age from existing community organizations.

Two goals were identified for the Island Living in a Global Age organization. The first, a holistic goal, would be to use the new media platform to connect and engage members of the Møn community, and the second, a mission goal, is to connect people across the Danish Islands and possibly even other rural Danish communities. As the organization scales and replicates their model from Møn within other communities, Island Living in a Global Age will use a branched structure similar to many of the larger community organizations. In this sense, the organization would have three levels: The overall organization, the local



*Figure 14: The Three Levels of the Island Living in a Global Age Organization*

branches, and then the community members involved in each branch, as shown in Figure 14. Ensuring that each community has a strong voice and an equal role in the overall organization will differentiate Island Living in a Global Age. For example, each community branch will have representation at regular meetings for the overall organization.

The hypothetical internal structure of Island Living in a Global Age mirrors both holistic and mission organizations. In regards to the culture of the organization, Island Living in a Global Age will strive to feel like a family within the community, but will also be a task-focused and effective organization. An effective non-profit organization can generate more capital to invest in the communities which it serves. Finally, Island Living in a Global Age will direct the organization's mission internally, but will also look toward the community to find new ways to serve their members. One of our sponsors confirmed this balance saying that the organization "will define itself. Of course, we will help it in one direction, but it will also have a life that maybe it will become something else"



Island Living in a Global Age and many other organizations share a preference for websites over existing social media, as shown in Figure 15. When justifying their decision to utilize a website, our sponsors explained that the platform “has to be unique and stand for itself” in regards to its design and features. In addition, Island Living in a Global Age will not tie their business model to existing social media, like Facebook, because the organization's business model should not be centered around an existing social media model. The founder of Organization E shared his opinion on existing social media by stating “social media is by nature not designed to serve communities...social media platforms are always going to be designed to serve advertisers rather than communities simply by design”.

The desire to utilize external content on the website sets Island Living in a Global Age apart from other community organizations. Organization G was the only other organization to include external content on their website such as articles and podcasts featuring ideas and people from outside the organization. Island Living in a Global Age will also experiment with different media forms such as podcasts and videos. The Island Living in a Global Age new media platform will differ from existing community organizations’ platforms by emphasizing community members’ contributions and communication. This will allow members to develop their media skills. Only two organizations in our study, Organization E and Organization C, allowed community members to contribute content. Organization E employed a scrolling feed of member posts and Organization C employed forum-based posts. Island Living in a Global Age will innovate on these structures by experimenting with topical hashtags and allowing members to create profiles and subscribe to topics. Though our sponsors share a preference for utilizing websites like the leaders of many other community organizations, Island Living in a Global Age will use an impact focus, external content, and multiple media forms to elevate their website as a new media platform.

Although the new media platform will be the primary contact point, Island Living in a Global Age will incorporate a physical space. This space will be used for events and as a place for the youth to convene on the island. Having a physical space was an important feature for five of the nine community organizations, including both holistic and mission organizations. Four of these five organizations owned the physical space and one rented their space once a week to hold events. Organization F, a holistic organization, even started as a physical hub and then created an online platform after being established. The founder of Organization F felt that the physical space was a very important part of his organization. He ran events, sold local products, and worked out of this space, and it became a centerpiece of the community. Therefore, Island Living in a Global Age was similar

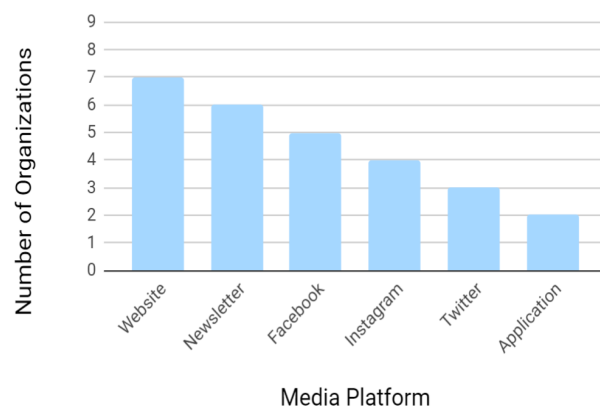
to many of the community organizations from our interviews in that they shared the same vision of having a physical space to create connections within the community that can be further highlighted on their new media platform.

## There is Opportunity for Further Research to Assist Island Living in a Global Age

Our resident interviews and focus groups identified key features of the local identity of the Møn community which included friendliness, helpfulness, creativity, open mindedness, and connection to nature. Despite these themes showing a strong local identity, youth on Møn felt discontented with their life on the island. Our interviews and focus groups revealed further feelings of underrepresentation, as well as evidence of rural marginalization on Møn. There were some limitations to our resident interviews and focus groups. Not all interview and focus group participants spoke English, and therefore, the use of a translator was required. Particularly in the focus groups, the students who spoke the best English usually spoke for the rest of the group, and therefore, we were not able to hear from each individual student. In addition, our sample sizes of Møn residents were relatively small and set up through our sponsors. Therefore, our results may not have been representative of all resident groups and cannot be generalized for the entire Møn population.

**Island Living in a Global Age will use an impact focus, external content, and multiple media forms to elevate their website as a new media platform.**

**Use of Various Media Platforms by Community Organizations**



*Figure 15: Use of Various Media Platforms by Community Organizations*

Island Living in a Global Age will differentiate its website by focusing on impact media and emphasizing user participation. Impact media such as journalism is one feature that will be prevalent on the platform, and therefore the option to include and emphasize external content is a unique tool the organization will develop.

Our community organization interviews identified two types of community organizations: holistic organizations and mission organizations. The two types differed in internal structure, importance of funding types, and size. Our sample size of community organizations is relatively small, and therefore our results cannot be generalized for all community organizations.

Additionally, we recognize that although this project effectively helped our sponsors develop the initial concept and business strategy for the organization, further research is needed to create the online new media platform before formally establishing and launching the Island Living in a Global Age organization.

## Realizing Island Living in a Global Age

After completing our methodology, our team developed a set of recommendations for our sponsors to help them establish the Island Living in a Global Age organization and new media platform.

### *1. The initial goal of the organization should be to establish itself firmly within the Møn community as a holistic organization.*

In order to successfully start as a holistic organization, Island Living in a Global Age should focus on communicating with the community. We encourage the organization to continually engage a broad cross-section of Møn residents in order to create value by responding to issues identified by the community. In particular, Island Living in a Global Age should provide an innovative, new media platform and physical space that will be used by all ages to create bridging social capital between youth and adults. In addition, it should strengthen democratic debate through the Island Living in a Global Age new media

platform by providing residents with a stronger voice in their community and municipality. From an operational standpoint, as a holistic organization, Island Living in a Global Age should prioritize building revenue streams from company partnerships, products, grants, and donations. Initially, our sponsors should keep only a small number of paid employees to limit the cost structure, and seek to engage all age groups through volunteer participation. Island Living in a Global Age should create a horizontal communication structure that emphasizes collaboration and equal standing as the organization will need to be very flexible in its initial stages.

### *2. After Island Living in a Global Age has established itself within the Møn community, it should develop a mission that will link the Danish Islands and other rural Danish communities.*

Our sponsors have a broader goal of scaling to other rural Danish communities. In order to grow, Island Living in a Global Age should use its model and new media platform from Møn to create branches in other communities. The organization will have to adopt a mission, based on success in the Møn community, that can connect individuals in different geographical locations through a common purpose.

As Island Living in a Global Age adapts to become a mission organization, it should build upon the precedents of other mission organizations regarding their business strategies. Namely, as the organization grows, it may need to fill more defined roles within the organization by hiring more employees or engaging more volunteers. Although Island Living in a Global Age can still emphasize a network structure in the local branches, it should develop some vertical communication to allow local branches to effectively communicate with the larger organization. In addition, Island Living in a Global Age will be able to adapt its revenue streams, as adopting a mission makes it eligible for receiving larger grants and utilizing more

direct revenue streams such as paid memberships. Finally, we recommend that Island Living in a Global Age develop a task-focused procedure so that the organization can more effectively replicate its model in other communities.

### **Supplemental materials for this project can be found at:**

**<https://wpicpc.org>**

**We would like to thank our sponsors, Hanne Lindblad and Søren Ishøj, for sharing their passion and dedication for Island Living in a Global Age.**

**Additionally, we would like to thank our advisors, Professor Katherine Foo and Professor Holly Ault, for all of their help over the course of our project.**

### **We would also like to acknowledge:**

- **Professor Kourtney Kurlanska**
- **Professor Peter Hansen**
- **Carsten Ohm**
- **Nicoline Olesen**
- **Møn Friskole**
- **Stege Skole**
- **All of our Interview Participants**

## Notes

\* This restructuring of rural municipalities was part of an effort to redistribute responsibility and cost to a more local level by creating larger municipalities.<sup>48</sup>

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